

THE GEORGE WASHINGTON UNIVERSITY
Washington, DC

MINUTES OF THE REGULAR FACULTY SENATE MEETING
HELD ON MARCH 3, 2017
AT 950 NEW HAMPSHIRE AVENUE NW/ROOM 700A

- Present: President Knapp, Provost Maltzman, Parliamentarian Charnovitz, and Registrar Amundson; Deans Dolling, Goldman, and Jeffries; University Librarian Henry, Executive Committee Chair Garris; Professors Cordes, Corry, Costello, Griesshammer, Griffin, Harrington, Khoury, Lewis, Markus, McDonnell, McHugh, Newcomer, Parsons, Pintz, Price, Pulcini, Rehman, Rice, Rohrbeck, Roddis, Sarkar, Sidawy, Tielsch, Watkins, Wilson, and Wirtz.
- Absent: Deans Akman, Brigety, Eskandarian, Feuer, Livingstone, Morant, and Vinson; Professors Agnew, Briscoe, Cline, Cottrol, Downes, Galston, Hawley, Jacobson, Kohn, Lewis, Nau, Packer, Wilmarth, and Zeman.

CALL TO ORDER

The meeting was called to order at 2:15 p.m.

APPROVAL OF THE MINUTES

The minutes of the February 10, 2017, Faculty Senate meeting were approved unanimously without comment. The President requested and received the unanimous consent of the Senate to re-order the Senate agenda, placing the resolution discussion after Provost Maltzman's discussion of the Core Indicators of Academic Excellence in order to better inform discussion of the resolution.

REPORT: CURRENT INITIATIVES IN THE OFFICE OF DIVERSITY, EQUITY, AND COMMUNITY ENGAGEMENT (Vice Provost for Diversity, Equity, and Community Engagement Caroline Laguerre-Brown)

Ms. Laguerre-Brown began by introducing herself to the Senate, as she joined GW just last year, in August 2016, coming to GW after eleven years in a similar role at Johns Hopkins University. She noted that she is a labor and employment lawyer by trade and began her career as a prosecutor in New York. She worked at the New York City Transit Authority on labor and employment cases and civil rights matters and then went on to the Fire Department of New York, where she worked on employment discrimination and sexual harassment cases. She noted that these experiences bring her to GW with a great deal of commitment to and passion for diversity and inclusion work.

Using the attached slides, Ms. Laguerre-Brown provided a broad overview of the Office of Diversity, Equity, and Community Engagement (ODECE). She noted that the office's mission is to enhance the academic excellence of GW by making it a more diverse and inclusive community. The office has four functional units that provide a variety of services:

- The Honey W. Nashman Center for Civic Engagement and Public Service: This is the central office for academic service learning at GW and marshals resources to meet community needs beyond the campus to promote active citizenship. Each academic year, thousands of GW students, faculty, and staff participate in service learning programs throughout the DC metro area. Key signature events include the Freshman Day of Service, the MLK Day of Service, and Alternative Breaks.
- Multicultural Student Services Center (MSSC): This is the central resource for diversity and inclusion in campus life for GW students. The unit conducts programming with campus partners during orientation and Welcome Week as well as throughout the academic year, at graduation, and during the transition to alumni stages. The unit also offers a host of diversity training and cultural heritage celebrations that provide opportunities for students to enhance their cultural competency. In 2015, the unit launched cultural diversity dialogues, which are meant to be rich conversations on difficult topics extending beyond basic awareness of diversity concepts; faculty, staff, and students are all welcome.

MSSC also specializes in academic tracking and retention activity to support underrepresented communities. These activities occur in high volume; for example, in February 2016, MSSC hosted 204 students, staff, and faculty events on their site, and the average student traffic through MSSC is about 500-700 students per week. This month alone included nine different diversity training workshops with over 500 participants.

- Disability Support Services Office (DSS): This office handles an important compliance issue for GW and is committed to creating a welcoming and inclusive environment for students, faculty, and staff with disabilities. Wherever medical conditions conflict with academic responsibilities or requirements, the law requires that GW come to the table in good faith to determine whether an accommodation can be provided. DSS works collaboratively with students, faculty, and staff across campus to ensure that students with disabilities receive their accommodations, which may include materials in an alternative text format, assistive technology, and classroom and housing accessibility.

There are currently 1100 students registered with DSS for accommodations; this is a record high for the office. In the last three-year period, there has been a 39% increase in accommodation requests related to mental health conditions and a 60% increase related to other chronic health conditions. These in particular involve students who present with complex situations and symptoms that wax and wane and can be unpredictable (and therefore more difficult to manage). The division is closely monitoring the demands on the time and services provided by DSS staff and is currently conducting an assessment to determine whether DSS has appropriate resources in place to support demand.

- Title IX Office: This office ensures that GW complies with federal laws prohibiting sex discrimination. It also monitors all overall compliance with Title IX requirements, including investigation, survivor support and response, education, and training. Current priorities are focused on follow-up on the unwanted sexual behavior survey results, which were released in the fall of 2016. That survey showed that, while GW has made some strides in increasing student awareness of the Title IX office and Title IX policies, there is still a lot of underreporting of incidents, an unwillingness to come forward, and a feeling that adequate support is lacking when students do come forward about incidents.

One solution will involve increasing the staffing of this office, which had two staff members at the time Ms. Laguerre-Brown joined GW. In calendar year 2015, the office handled approximately 125 cases; that number increased in calendar 2016 to approximately 170 cases. Two new positions are now open—for a Title IX investigator and a case manager. — These positions will improve the offices' response time in investigating complaints and permit the director, Rory Muhammad, time to think strategically about the office. The office is also transitioning to an electronic case management system that will allow staff to track cases more effectively and more accurately in real time. The office is also mid-search on a backfill for an assistant director of sexual assault prevention and response; students are assisting with the vetting process for this position.

In addition, new personnel will receive standardized training to ensure that cases are handled consistently. The office is also continuing to make resources available to students, including state processes, confidential reporting, and counseling services, as well as keeping lines of communication with students open to better understand where there are gaps in service. In addition, outreach materials and training sessions for faculty and staff are being increased.

The Haven website (<https://haven.gwu.edu>) was launched in Spring 2016 to provide a single source of information regarding sexual assault prevention at GW. The site is designed for both desktop and mobile browsers and allows users to report Title IX matters, request workshops, and register for required trainings online.

As the office plans for its next Title IX survey, Ms. Laguerre-Brown indicated that the office is considering a change from the instrument used last time—one that came about as a result of an agreement with the Department of Education's Office of Civil Rights—to the survey administered through the Association of American Universities (AAU). This survey, used by 27 universities across the country with over 150,000 student respondents, would allow for better benchmarking against other institutions.

Ms. Laguerre-Brown turned next to describing the current priorities for the ODECE. She noted that this list will grow and currently reflects priorities at the six-month mark of her tenure:

- Promote inclusive excellence through education and training for faculty, staff, and students. The office will be partnering with GW's Teaching and Learning Center and with faculty in the Graduate School of Education and Human Development (GSEHD) to develop resources for faculty on creating inclusive classroom experiences for students. New opportunities are also being sought to provide training in educational programs for the GW community, such as the first diversity summit, held in May 2016 (the second summit will be held on March 29, 2017). The office has also been conducting unconscious bias training for faculty searches, working with schools and divisions to look at research-based examples of how unconscious bias may play out in a search process and to investigate mitigation strategies.
- Increase the visibility of the ODECE. The office will be working more closely with External Relations to ensure that services provided by each unit are visible and accessible to the community.
- Work with constituent groups on identifying and addressing the unmet diversity needs of students. Regular meetings with cultural and affinity group leaders and with the Student

Association are providing opportunities for the office to connect with students and find out where further efforts are still required.

Ms. Laguerre-Brown noted that more formal diversity planning is underway for each of GW's schools and that her office will be working with deans to prepare diversity plans for the schools. Faculty diversity will be a key element of these plans, which will include three components: divisional self-assessment, goals, and strategies/action items for each goal. Plans will be due by the end of the academic year and will ideally address recruitment efforts (of faculty, staff, and students), retention activity, budget allocations for diversity, programs to address climate, teaching and curriculum, assessment, and communication. Different schools will likely set different goals owing to their unique needs and challenges, and ODECE stands ready to provide support to the schools as they write their diversity plans.

Ms. Laguerre-Brown concluded her remarks by discussing the diversity climate on campus. A diversity climate survey was administered in 2015 to undergraduate and graduate students and yielded over 1000 responses. OCEDE finalized the narrative of the survey, which highlighted many positive elements, about two weeks before the 2016 election. (Note that the survey results were finalized for release more than a year after the survey data was collected due to Ms. Laguerre-Brown's Vice Provost position being vacant.) After the election, the climate on campus experienced a tectonic shift in terms of how people are feeling about their day-to-day experiences. Releasing the results report at that point seemed dated and out of touch with the current climate, but the survey did highlight some important findings.

For example, a majority of the students reported that they were satisfied with GW's racial and ethnic diversity. The level of satisfaction varied by demographic groups, with a higher percentage of white and Asian students reporting satisfaction on this element than black and Latino students. When asked whether faculty include a diversity perspective in class discussions and assignments, there was more disparity; 52% of all undergraduates but only 20% of black undergraduates agreed or strongly agreed with this measure. This was a clear area of concern and led to OCEDE reaching out to GSEHD and the Teaching and Learning Center to consider how resources could be developed and prepared with faculty involvement.

Since the 2016 election, students have been expressed a lot of concerns about harassment and hate speech. Ms. Laguerre-Brown noted that there have been no complaints of what students would characterize as hate speech on campus involving one GW affiliate speaking against another. However, students have reported incidents occurring off campus that were of concern to them; this has created a sense of unwellness and lack of faith on campus. This bears close monitoring, as does the tremendous increase in anxiety levels caused by the travel ban.

Professor Parsons asked what might be done about the national concerns in evidence on GW's campus. Ms. Laguerre-Brown responded that Senior Provost for International Strategy Doug Shaw has been working long hours on this issue and convening groups of students to talk about the concerns they have and to ensure resources and services are widely known and available to GW community members. The communications team has also begun a campaign to put a welcoming message out to the community in a number of different languages. This alone isn't a substantive response but is focused on trying to create a sense of community and to send a message to a community that is feeling unsure about its place on campus.

Professor McHugh asked whether the ODECE is putting together a proposal or suggestions for faculty on how to creative a more inclusive classroom environment. Ms. Laguerre-Brown noted that this is what the partnership with GSEHD and the Teaching and Learning Center is focused on doing. This partnership will consider a basic course or awareness program and recognizes that there may be many different situations that a faculty member might encounter in class that touch on diversity conflicts or charged moments in the classroom. Professor McHugh followed up to ask more specifically about classroom content such that faculty members can make their actual taught material more inclusive. Ms. Laguerre-Brown affirmed that the partnership is thinking very broadly about the set of resources that would be prepared; it would certainly include this type of guidance.

Professor Griesshammer noted his support for the movement in the Title IX area and asked whether there might be a quickly-accessible resource or “cheat sheet” that would help a professor respond in the moment to a student who may unexpectedly bring an issue to a one-on-one meeting. The Haven website takes some navigating, and he expressed a desire to have a quick, one-page resource that could be kept physically on hand for immediate responses to students. President Knapp supported this point, noting that cases are brought to individual faculty members infrequently, and remaining refreshed on resources and response guidelines is difficult. Ms. Laguerre-Brown noted this request and indicated that a resource geared toward providing faculty with quick response advice could indeed be developed.

REPORT: CORE INDICATORS OF ACADEMIC EXCELLENCE (Provost Forrest Maltzman)

Provost Maltzman presented the attached slides from the Core Indicators of Academic Excellence. He thanked Associate Provost for Academic Planning and Assessment Cheryl Beil and Director of Institutional Analytics Eric Yang, who joined GW at the end of calendar 2016, both of whom were instrumental in compiling this year’s report. The Provost noted that a more extensive set of data will be included with the meeting minutes; today’s presentation is a curated set of data.

The Provost began by demonstrating the new GW Enrollment Dashboard, available online at <https://www2.gwu.edu/~ire/dashboard.htm>. This site allows users to see enrollment data in advance of the annual report from the Office of the Provost. Data can be accessed at a number of levels, including school, department, class, home state, and campus, among others.

Provost Maltzman then presented two pieces of information related to students. First, he noted that the six-year graduation rate has been largely stable at around 80%. The class that entered in 2010 was at 83.7%, a good year for the university. Second, the Provost presented data on how GW is performing in terms of enrollment cap compliance. Last semester, the university was at 99.6% of the cap, just 58 students below the allowed District of Columbia cap. Increased study abroad enrollments should provide some relief from the cap.

Next, the Provost presented some data about the faculty. In 2016, GW had 886 tenured/tenure-track faculty, a sizable increase over five years ago. Over three-quarters of the regular active status faculty at GW are on the tenure track. Including the MFA faculty, women comprise 43.9% of the faculty (the MFA has a higher representation of female faculty than the university alone (38.8%)). All minority faculty make up 26% of the GW faculty; 9% are underrepresented minorities. These numbers have improved over time, individually and relative to the market basket. In 2005, compared to the market basket schools, GW was just at the average for underrepresented minority faculty members and slightly better than average for all minority and female faculty. In 2014, GW was above average for all

three categories. There is still a lot of room for improvement in these areas, and this relates to what Vice Provost Laguerre-Brown spoke about in her presentation regarding faculty searches and other initiatives.

Next, the Provost presented faculty salary data. He presented extensive detail (slide 19 of the attached packet) on GW faculty salaries relative to the AAUP 60th percentile by school and rank. Shades of green reflect positive performance against the AAUP average; yellow cells highlight areas where salaries lag behind the average. This data does not compare discipline to discipline but rather to the AAUP numbers, which encompass all fields. The slide also provides a section that combines Columbian College (CCAS) and Elliott School (ESIA) faculty to account for the question of which co-listed faculty are budgeted to which school. For consistency, all salaries on this table have been standardized to 9-month salaries (including the School of Public Health (GWSPH), which places faculty on 12-month salary contracts). Deans' salaries and the medical school salaries are not included in this analysis, and these numbers reflect base salary only, exclusive of benefits.

The Provost then displayed data on faculty salaries as a whole relative to the AAUP 80th percentile. GW is above that percentile mark when considering aggregate university numbers at the professor and associate professor ranks and below it at the assistant professor rank. The Provost also presented data on gender equity in salaries for GW as compared to its market basket schools at the professor, associate professor, and assistant professor ranks. GW ranks near the top of the market basket in these categories; some differences are likely due to the representation of female faculty in lower-paying fields generally (e.g., education).

Finally, the Provost presented information on assistant professor salaries, specifically looking at how two schools allocate their compensation pools to assistant professors. The percentage of the pool allocated to GW School of Business (GWSB) assistant professors relative to other assistant professors has decreased, in part, due to the vagaries of hiring and retirements. Over the past few years, the number of assistant professors in GWSB has decreased. It is a fact of the job market that these faculty members typically come to GW at a higher compensation rate than many other fields. In the School of Engineering and Applied Science (SEAS), there was a deliberate increase in junior faculty hiring that has now leveled off, explaining the increase in SEAS spending on assistant professor salaries as a portion of the entire faculty compensation pool a few years ago. The story behind the market basket numbers on assistant professor salaries would also indicate that, rather than cutting assistant professor salaries across the board, the more likely scenario is that schools are promoting groups of more senior assistant professors, leaving lower numbers in the assistant professor compensation pool.

Professor Cordes noted that the Provost had done the best he could without the more desirable micro data across the institution. While assistant professor salaries used to be around the AAUP 80th percentile, they began to slip from that mark about five years ago. Using the available data to tell a story doesn't necessarily mean that there isn't a problem in this area, but it is tricky to compare and make assumptions based on these numbers.

Professor Garris noted that the Provost's hypothesis regarding assistant professor salaries sounds very reasonable but that he would find it much more persuasive with a ten-year history showing fluctuations in the salary data at this level. The Provost noted that his data extends to ten years and highlighted the relatively modest bump in salaries for assistant professors. Professor Garris noted that the numbers show a steady increase in assistant professor salaries, which doesn't necessarily support the hypothesis that a sizable cohort departs and leaves a lower-paid cohort supporting the category.

The Provost agreed that numbers are not fluctuating in big swings like those seen at some of the market basket institutions.

Professor Griesshammer noted that the typical lifespan of an assistant professorial appointment is six years, so a running average could be calculated. He also pointed out that GW and the AAUP are basically in sync until around 2012-2013, and that subsequently a salary bump is missing that would bring the GW salaries in line with the AAUP numbers in 2013-2014, at which point GW falls behind the 80th percentile mark. He finally commented that compensation is not limited to salary and that GW faculty bear costs out of pocket (such as healthcare) that are covered by other institutions, making the overall compensation picture at GW look bleak. The Provost responded that the compensation numbers which complement the salary numbers he presented reflect salary as well as the value of health care and retirement plans. Lower assistant professor numbers in recent years are due to a number of factors, even across departments within a single school.

Professor Costello asked whether administrative stipends were removed from salary numbers for this analysis. Provost Maltzman responded that the data presented is base salary data, which does not include administrative, supplemental pay, which is not meant to be included in an institution's AAUP salary data.

Professor Rice asked whether data could be shown for GSEHD alone. The Provost noted that, while the university can compare GSEHD to other GW schools, a measure does not exist within the AAUP data to compare GSEHD to other education schools.

Professor Griffin asked whether a cost of living consideration could be added to the analysis going forward, given that GW is in an extremely high cost of living area but stands at or below the AAUP 80th percentile line, which covers schools in much lower cost of living areas. Provost Maltzman responded that this would indeed create a larger differential in the consideration of salaries. President Knapp noted that this is taken into account in determining faculty salaries and continues to be a challenge for GW in rankings.

Professor Price asked whether the Provost had been able to look at overall compensation data, given that this is what is at the core of the concern in the resolution being presented to the Senate today, and assess how GW fares in this area. The Provost noted that Human Resources and the Benefits Advisory Committee review this type of data routinely but that he has not compared it to other institutions as he does not have the data on where GW stands, taking into account retirement and health care, among other benefits. Professor Griesshammer noted that, taking the numbers for total compensation from the resolution, walking back the total compensation less the benefits compensation stated in the resolution for assistant professors yields the same number that the Provost is citing for salaries, and that the resolution numbers on compensation are therefore consistent with the salary numbers presented by the Provost. So the poor standing of GW appears to be mainly from sub-par benefits.

RESOLUTION TO IMPROVE FACULTY COMPENSATION TO THE MEDIAN OF GW'S MARKET BASKET SCHOOLS (17/3) (Appointments, Salary, and Promotion Policies Chair Robert Harrington and Professor Tyler Anbinder)

Professor Harrington asked Professor Anbinder to come to the floor to present the attached resolution and supporting data. Professor Anbinder noted that the resolution was unanimously

adopted by the ASPP committee and that it is being brought forward now to align with the budget-setting calendar of the administration and the Board of Trustees. He further noted that looking at total compensation—salary and benefits, inclusive—is important as 20-25% of compensation comes from non-salary elements (e.g., health care, retirement). At every rank, GW faculty fall below the market basket median for total compensation. Given cost of living considerations, GW should rate near the top of the market basket list. Washington, DC, is the third most expensive metropolitan area in the United States, behind only New York and San Francisco, and yet GW falls below Vanderbilt and very close to Emory in the total compensation ranking.

Professor Anbinder noted that, given the salary data presented earlier in this meeting, it is clear that GW falls short in the non-salary compensation area, specifically in health care (given that GW's retirement benefits are average for the market basket). The committee appointed by President Knapp within the past two years reported that GW's health insurance benefits were not competitive with comparable schools. The university then commissioned a third study by an outside consultant to look at the issue; that study returned the finding that GW's health benefits are above average for the market basket. ASPP committee members asked for more details about the conclusion. The consultant stated that the measure of the value of GW's health insurance was calculated by looking at replacement costs, e.g., what it would cost an individual no longer employed by the university to purchase the same insurance they held as an employee. The logical finding was that in higher cost of living areas the replacement cost was higher; the agency therefore placed a higher value on the health plans of the institutions in higher cost of living areas. This measure, however, only speaks to the fact that Washington is an expensive market, not that the plan provided at GW is inherently more valuable than the plan provided at, for example, Vanderbilt, where replacement costs are lower.

The ASPP Committee looked at health care plans line by line (co-pays, deductibles, etc.) and compared GW to its market basket schools and found that GW ranked below virtually every school in its market basket in terms of costs borne by the employee. This high out of pocket requirement most seriously impacts the lowest paid faculty and staff members.

Professor Anbinder spoke briefly about faculty compensation, specifically in CCAS and GSEHD. In recent years, CCAS faculty salaries have fallen across the ranks. In GSHED, assistant professor salaries are 6% below the AAUP 60th percentile, and full and associate professors have moved from above the 60th percentile line to below it. Numbers presented by the Provost broke tenured and tenure track faculty out from non-tenure track faculty but only as a within-GW comparison, not as compared to the AAUP 60th percentile mark. This cannot be done exactly, as the AAUP does not make this distinction. It is likely that GW's tenure track/non-tenure track breakdown is not dramatically different from other schools around the country, but this isn't a fair comparison with the available data.

Next, Professor Anbinder noted that, if the university's messaging that faculty are fortunate relative to their peers nationally to have been receiving 3% annual salary increases is accurate, then it would follow that GW should be rising in the AAUP rankings as other schools would not be seeing the same increases. In fact, though, GW faculty salaries are slipping in the AAUP rankings. In addition, the 3% annual increase to benefits is actually less than what most of GW's market basket schools are adding to their benefit pools annually—a necessary increase due to the rising costs of health care. Professor Anbinder noted that bringing benefits back to the middle of the market basket group would take an allocation of 0.1% of GW's annual budget (\$1million each year for the next five years), funds that can certainly be found despite other key priorities.

President Knapp invited discussion of the resolution. Professor Costello asked about process for this resolution, as a similar resolution was passed two years ago and sent to the Board with no resulting action taken. She inquired whether the resolution at hand is an academic exercise that would only nominally go before the Board with no serious consideration of its merits. President Knapp noted that the administration would make a recommendation to the Board on the university budget in the form of a rolling five-year plan that the Board approves one year at a time during its May meetings on the recommendation of the Board's Finance and Audit Committee. Over the past several years, the Board has increased the total compensation budget by 3%, which it accurately perceives as being above the rate of inflation. This rate of increase has also been roughly equivalent to the rate of tuition increases over the same time period, although net tuition has been decreasing in recent years due to families' increasing inability to pay full tuition at GW. This disconnect has led to the recent budget reductions across the university. President Knapp noted that the Board is very aware of the faculty's concern on compensation concerns and do take those concerns into account when making budget decisions.

Professor Griesshammer noted that schools could obtain an additional metric by surveying candidates who receive offers from GW but turn them down. He noted that, anecdotally, most of the candidates turning down offers in his department cite total compensation, and in particular the cost of health care in DC, as one of the factors leading them to decline an offer. Even for those who finally accept, the low level of total compensation relative to DC's living expenses is a crucial factor. This information could be useful if gathered in a more formal, less anecdotal fashion.

Professor Wilson asked whether the 3% pool was an allocation per faculty member or for the faculty as a whole. President Knapp responded that the pool is a piece of the overall amount of budget funding assigned for compensation. After the financial crisis, the annual increase moved from around 4% to 3% annually. It is not intended to be an average salary number or cap on salaries. Deputy Vice President and Treasurer Ann McCorvey noted that the 3% does not include new hires.

Professor Cordes noted that the Budget Advisory Committee, comprised of administrators and faculty members, is working on finding ways of rearranging priorities so that the fringe benefit pool might grow more apace with the rate of increase of health care costs. The Fiscal Planning and Budgeting Committee will discuss this at its next meeting and plans to report to the Senate in April.

Professor Price thanked Professor Anbinder for his hard work in compiling the data supporting the resolution. She noted that it clearly demonstrates that GW is not where it would like to be with regard to compensation as compared to the market basket schools. She asked whether the resolution, if passed, would automatically go to entire Board of Trustees or to one of its committees. President Knapp responded that the Executive Committee Chair could choose to bring the issue forward at the May Board meeting but that the actual budget recommendation comes from the Finance and Audit Committee of the Board.

Professor Price asked a follow-up question regarding the two schools falling below the AAUP 60th percentile mark, CCAS and GSEHD. She noted that these two schools account for over half of the faculty at GW, which is an important distinction to make in this discussion (as opposed to noting that only two schools fall below this bar).

Professor Wirtz indicated that he was in receipt of an email from the Executive Committee suggesting some reticence on the committee's part with this resolution but that he was not hearing that hesitation in today's discussion. Professor Garris noted that the Executive Committee requests resolutions ahead of presentation to the Senate so that they may assess the resolution and work with the drafting committee to strengthen the resolution. He indicated that the Executive Committee felt that the original version of this resolution did not include enough supporting information and requested that more work be done along those lines; Professor Anbinder accomplished this task, resulting in the present resolution.

Professor Parsons indicated his confusion over the institutional process of this resolution and how it is worked into the budget-setting process up the hierarchy of the administration and the Board. President Knapp responded that the resolution is always to the administration, which then forwards resolutions to the Board of Trustees. He assured the Senate that the Finance and Audit Committee would be aware of the resolution, should it pass. The committee and the Board then have the freedom to adjust what it has received from the administration and the committee, respectively. In recent years, the Board has been extremely hesitant to spend reserves on operating deficits, reserving them instead for strategic purposes. They will certainly take into account the faculty's views on these issues, as they take a number of factors into account. Professor Parsons asked whether the present resolution would change what kind of budget proposal goes forward to the Board from the administration. President Knapp responded that the trustees are very independent-minded when it comes to recommendations from the administration on a range of subjects; they are not overly influenced by the administration's opinions except insofar as the administration is providing data the Board wouldn't otherwise receive.

Professor Anbinder noted that the resolution specifically mentions the trustees and the administration. The reference to the administration is meant for the President and the Provost as these are the key administration members who would propose a compensation increase above the recently typical 3% rate. ASPP discussions with Board members have yielded the information that the Board has not been asked to provide a higher increase. If the administration proposes a higher increase and the Board denies it, at least the request will have been made.

President Knapp responded that a resolution passed by the Senate is a resolution to the administration; the administration then considers how to respond to the resolution. Prior to a resolution's passage, however, the administration does not speak to what it will or won't do with the content of the resolution. A passed resolution has the will of the Senate and will then be taken under consideration by the administration. At that point, the Board still reserves the right to deny a request or proposal from the administration.

Provost Maltzman added that the budget process is a very long and extensive one and that the concerns of the Senate regarding total compensation have been made very clear. Deans have been asked to plan on a fringe benefit rate increase when developing their five-year budgets that, at \$880K annually, is consistent with the increase requested in the resolution. Annual fluctuations can impact what portions of this increase are dedicated to health insurance, e.g., tuition benefits, social security taxes.

Professor Griesshammer asked how a resolution passed today could most efficiently be communicated to the budget decisionmakers so that the Board does not hear about the issues in the resolution at the May meeting, when it would be too late to make changes to the budget. President

Knapp responded that the Board's Finance and Audit Committee meets in advance of the full Board and would be able to make adjustments to the budget at that time. This committee will be aware of the resolution in time to make those adjustments if it chooses to do so, and if the administration deliberates and chooses to forward the recommendation in the resolution. Professor Griesshammer asked for clarification that the administration could choose not to pass the recommendations of the resolution on to the Board, and the president confirmed that, indeed, the administration receives a resolution from the Senate and then decides what to do with the resolution at that point. He reiterated that he could not speak to what that action might be in advance of the administration having an opportunity to deliberate on the resolution, should it be passed by the Senate.

Professor Cordes noted that a higher merit pool allocation for the schools would provide an additional margin of flexibility for chairs, program directors, and program heads each year when determining faculty salary increases. As it currently stands, many deans withhold a portion of the allocated merit pool for use on promotions, retention offers, equity adjustments, and the like. The remaining pool is much smaller and is not allocated evenly across faculty members. He suggested that creating a university-wide pool for special increases such as retention offers would leave the merit pool purely for faculty salary increases. He recognized that this issue is not part of the current resolution but that it is part of the bigger picture of how faculty compensation issues are handled. President Knapp noted that Ms. McCorvey would be meeting with the Senate's budget committee and that this would be an excellent forum to discuss these ideas.

Professor Wirtz noted, while explicitly not asking the President to take a position on the current resolution, that the optics of this type of resolution are often that the faculty is trying to line its pockets at the expense of the institution. He asked whether the president shared this perception without regard to taking any action on the current resolution. The President responded that he does not hold this view. He noted that he took the concerns raised over two years ago very seriously, as evidenced by his investment in both the task force led by Sara Rosenbaum and the further study recommended by that task force. With upcoming uncertainty surrounding the Affordable Care Act, the President noted that he is very concerned about the issue and sympathetic to the concerns being raised. With a goal of topping these measures of success, the question is how best to strive for excellence as an institution; this is done by trying to marshal the resources that enable the institution to fund its priorities. He further noted that the Board's concern is preserving and enhancing the university and discharging their responsibilities to those ends as well as possible. He noted that it is perfectly appropriate for the Senate to discharge its responsibilities on behalf of the faculty and staff of the university; the administration is ready to hear input from the Senate as to the best way to do that. Professor Wirtz thanked the President for his comments and noted his support for the resolution.

Professor Garris requested an amendment to the resolution to change the reference to "University Trustees" to read "Board of Trustees" for the sake of accuracy. The amendment passed. The amended resolution passed by a unanimous voice vote.

INTRODUCTION OF RESOLUTIONS

None.

GENERAL BUSINESS

I. Nominations for election of new members to Senate Standing Committees:
None.

II. Reports of Senate Standing Committees:
None.

III. Report of the Executive Committee: Professor C.A. Garris, Chair:
Please see the attached report of the Executive Committee presented by Professor Garris.

IV. Provost's Remarks:
The Provost highlighted a few items happening on campus:

- The final men's basketball game of the season will be played on Saturday, March 4; the final women's home game has already been played. Tomorrow night's game is senior night.
- On March 18, a new exhibit entitled "Inspiring Beauty: 50 Years of Ebony Fashion Fair" will open at the GW Museum. The exhibit uses fashion to tell a story about identity, American history, and American culture and will hopefully lead students to the museum in larger numbers. The Provost suggested that the Senate might wish to have John Wetenhell, the museum's director, speak to the Senate in the coming academic year.
- Letters regarding leave and sabbatical requests will be going out shortly.
- It is not too early to think about course assignments and syllabi for the coming semester. In doing so, faculty are again encouraged to use as much open source material as possible. A few tweaks to syllabi can make GW significantly more affordable for students.

V. President's Remarks:
The President made a few closing comments:

- With one exception, the eateries at District House are now open after significant D.C. permitting delays. The area has now become a lively hub of activity for faculty, staff, and students and accomplishes the goal of adding a wonderful community space to the campus.
- In regular meetings with the President and Executive Vice President of the Student Association (SA), the President noted that the SA leadership has spoken very warmly of the reception they have received from the Senate and its committee with regard to some of the initiatives they are trying to put forward, including academic forgiveness. The SA leadership very much appreciates the seriousness with which the faculty is taking their concerns. This positive working relationship is an important part of the overall effort to help out with student retention.
- On February 13, the President spoke at the 2017 Presidential Climate Leadership Summit hosted by Second Nature. GW was an early signatory on Second Nature's concrete efforts to have colleges and universities reduce their carbon footprints over a period of years; ultimately, approximately 900 institutions have become involved in this effort. One discussion at the summit was prompted by the current political climate and the sense that the nation is

in a rough period with regard to the authority of science and interest in/support for things done by universities; skepticism seems to be drawn along the red state/blue state map, with higher levels of skepticism in the middle of the country. Something needs to be done about this, and the President suggested that the Senate would be a good source of thoughts and ideas as to how coastal faculty can help faculty at institutions that don't enjoy the same level of support GW faculty have in the DC metro area.

BRIEF STATEMENTS AND QUESTIONS

Professor Watkins asked whether there are any plans at the university level to participate in the April 22 March for Science in the District. President Knapp responded that the university had not, to date, planned anything university-wide. He recalled the Celebration of Science event held a few years ago in partnership with the National Institutes of Health and the Milken Institute; that event brought 1500 scientists to campus to advocate for funding. That event engaged congressional leaders who came to campus. He suggested that the deans participate in a discussion of how the university might best engage in this event and asked Dean Goldman to speak to this. Dean Goldman noted that there is high interest in this event across the entire science community but that scientific leaders are focused on ensuring that the day is educational and not political in nature, as no one wishes to posit that the entire scientific community is in one place or another with regard to politics. She stated that she plans to raise the issue at the upcoming School of Public Health faculty assembly to discuss how best to make the faculty voice heard about concerns they have with regard to potential restrictions on scientific research.

Professor Griesshammer returned to an issue raised by Professor Wilson at the end of the February 2017 meeting, namely unfunded mandates, using the example of the requirement that faculty process their own travel reimbursements through a system many find cumbersome. He recalled from the February minutes that an administrator noted that, while it would be possible to do a cost-benefit analysis to determine whether it would be less expensive to hire staff to process reimbursements, that administrator did not believe that this would be the finding of such an analysis. Professor Griesshammer expressed his concern over this statement as it does not address the hidden cost in the unfunded mandate. Faculty earn more than an office staff member who would be tasked with providing this service, and, as they only enter receipts about once per month, they will inevitably take longer to complete the task and make more errors doing so, requiring corrective cycles. The result of this is that valuable faculty time is spent on an issue that takes away from time that would be better spent on teaching and research.

Professor Griesshammer noted his long-standing strong concern about the broader issue, namely hidden costs that are shouldered by schools and departments as part of restructuring the university budget and in the 5% cuts. These two are not disconnected from each other as was advertised. The result seems to be that faculty will bear the burden of some of these hidden costs and become less productive as a result. He asked whether 1) the administration accounts for the hidden costs when restructuring and implementing budget cuts; 2) the administration discusses the impact and rollout of those policies with the Senate's Fiscal Planning & Budgeting committee; and 3) could the Senate receive a report on those discussions in a formal Senate meeting in a timely manner.

Provost Maltzman responded that, speaking to the issue of how departmental staff are allocated, he did not want to pretend that there is a systematic pattern in every single unit at the university whereby the support staff in each department provide the same level of support. Within the schools, there are changes constantly occurring, and this has always been the case. Some of these changes ease things, and some occasionally make things more burdensome. When reducing expenses, it is conceivable that some things will impact the faculty. He returned to the example of the DIT helpdesk no longer being available for 24/7 support, which has a negative impact on faculty and staff who tend to call late in the evening. There was a consideration of that issue regarding what the impact would be, and the group impacted was in the minority. However, impacts are discussed, and decisions are made using as much data as possible.

Professor Griesshammer noted that the issue he raised concerns faculty reimbursements, extending to travel and ensuring graduate students are paid; these tasks are done during business hours and have a stronger impact on day-to-day activities than a late-night helpdesk call. He expressed his perception that some in the administration do not care about the added burden on faculty, given the administrator's assumption that a cost-benefit analysis would show a financial benefit to pushing this task to faculty.

Provost Maltzman indicated that he would flag this issue for the deans and let them know that people are very concerned about the allocation of staff time for the processing of reimbursements. Professor Griesshammer asked whether it would be possible to have a dedicated discussion on this topic, as opposed to a brief comment—specifically, a discussion in which the Senate is presented with the impacts of the 5% cuts and the new budget model. He noted that this discussion has not occurred during his time on the Senate. President Knapp noted that a request for this report would go through the Executive Committee, which sets the Senate agendas, and asked Professor Garris how he would like this request to proceed. Professor Garris suggested that Professor Griesshammer write a memo to the Executive Committee noting the precise concerns and recommendations for Senate discussion. The Executive Committee would then determine how to proceed.

ADJOURNMENT

The meeting was adjourned at 4:39 pm.



ODECE

THE GEORGE
WASHINGTON
UNIVERSITY
WASHINGTON, DC

- ODECE's broad mission is to enhance the academic excellence of GW by making it a more diverse and inclusive community. The Office houses 4 functional units.
- The 4 units provide a variety of services to the GW community.

ODECE



Nashman Center
for Civic
Engagement and
Public Service

- Central office for academic service learning at GW.
- Marshals GW's resources to meet community needs beyond the campus, promote active citizenship in a diverse democracy, and enhance teaching, learning and scholarship at GW.
- Each academic year, thousands of students, faculty, and staff participate in service learning programs throughout DC, the surrounding regions. (Freshman Day of Service, MLK Service, etc.)

3

THE GEORGE WASHINGTON UNIVERSITY

ODECE



Multicultural
Student Services
Center (MSSC)

- MSSC is GW's central resource for diversity and inclusion in campus life.
- MSSC develops and conducts programming with campus partners during orientation, welcome week, academic year, graduation and transition to alumni stages.
- MSSC's diversity training and cultural heritage celebrations provide opportunities for students to enhance cultural competency.
 - MSSC now hosting ongoing "diversity dialogues" for groups as big as 25. Faculty, staff, and students are welcome.
- They also offer specialized academic tracking and retention activities to support under represented communities.

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MSSC
Serving GW
Students

MSSC Activity February 2016

- hosted 204 student, staff or faculty events on site
- average student traffic (500-700 per week)
- diversity training - 9 workshops (500 participants)

5

THE GEORGE WASHINGTON UNIVERSITY

ODECE



Disability
Support Services
(DSS)

- DSS is committed to creating a welcoming and inclusive environment for students, faculty, staff with disabilities.
- Wherever medical conditions conflict with academic responsibilities, the law requires that we come to the table in good faith to provide an accommodation that levels the playing field.
- DSS works collaboratively with students, faculty and staff across the campus to ensure that students with disabilities receive accommodations and other supports that our disability laws require.

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DSS
Accommodations
and Services

- Alternative Text Materials
- Assistive Technology
- Classroom accessibility
- Housing accessibility
- Interpreting and Captioning Services
- Note-taking assistance
- Test proctoring Services
- Study abroad support
- Academic skills assistance
- LD and ADHD Consultations
- Career development
- Disability accommodations training programs for faculty

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DSS
Accommodations
and Services

- 1,100 students registered with DSS – record high
- 39% increase in accommodations requests related to mental health conditions (over a 3-year period)
- 60% increase in accommodations related to chronic health conditions (over a 3-year period)
- these cases often require more complex management and greater sensitivity

8

THE GEORGE WASHINGTON UNIVERSITY

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Title IX

- Title IX Office ensures that the university complies with federal laws that prohibit sex discrimination in academic institutions that receive federal funds
- monitors overall compliance with Title IX requirements (investigation, survivor support and response, education and training)

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Title IX
Follow-Up to
USB Survey

Current Priorities for the Title IX Office/Follow-up to USB Survey Results:

- increase staffing in the Title IX office to meet increase in the demands on the office
 - 2 new positions currently posted (Title IX Investigator, Case Manager)
 - Backfill for an Assistant Director, Sexual Assault Prevention and Response)
- implement case tracking for all Title IX complaints
- standardize training for all GW personnel who investigate Title IX matters

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Title IX Follow-Up to USB Survey (cont'd)

- continue make resources available to our students in a variety of ways including complaint processes, confidential reporting, counseling services, help with obtaining medical care, academic or housing accommodations, no-contact orders, etc. remove real or perceived barriers to reporting
- increase outreach material and the number of trainings presented to faculty, staff and students
- Spring 2016 launch of the Haven website
 - site is visually appealing
 - easy to access with a mobile
 - offers more streamlined organization of content
 - provides quick access to information about options
 - allows parties to report Title IX matters, request workshops, and register for required workshops online

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Changes to the Next Title IX Survey

- Current Unwanted Sexual Behavior survey instrument was the result of a 2011 resolution agreement with the Department of Education's Office of Civil Rights.
- Title IX office will work with the Committee on Sexual Assault Prevention and Response (CSAPR) and other university stakeholders on exploring the use of the AAU survey in 2017.
 - 27 universities administered the survey in 2015 with 150,000 student respondents
- Title IX Office will ensure that the final reports include results for all segments of our community with a commitment to use consistent format for assessment and community reports.

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CURRENT PRIORITIES FOR ODECE

THE GEORGE
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WASHINGTON, DC

- Promote inclusive excellence through education and training for faculty, staff, and students.
 - ODECE to partner with the University Teaching and Learning Center and with faculty at GSEHD on developing resources for faculty on creating inclusive classroom experiences for students
 - 2nd ODECE Annual Diversity Summit: The first Diversity Summit was held in May 2016 for faculty and staff. The Summit included a keynote address and workshops presented by GW faculty members and staff of ODECE on how to engage with a diverse student body.
 - Unconscious bias training for faculty searches

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CURRENT PRIORITIES FOR ODECE

THE GEORGE
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- Increase the visibility of the Office of Diversity, Equity, and Community Engagement (ODECE).
 - Working more closely with external relations to ensure that the services provided by each unit are visible and accessible to the community.
- Work with constituent groups on identifying and addressing the unmet diversity needs of our students
 - Office hours with students once per month
 - Meetings with cultural/affinity group leaders
 - Regular meetings with the student association

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THE GEORGE WASHINGTON UNIVERSITY

DIVERSITY PLANNING

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DIVERSITY PLANNING

- provost has asked each dean to prepare diversity plans for their schools/divisions
- faculty diversity will be a key element of these plans
- plans will include 3 components
 - divisional self-assessment
 - goals
 - strategies/action items for each goal
- plans will be due by the end of the academic year

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DIVERSITY PLANNING

THE GEORGE
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Ideally plans will include:

- recruitment efforts (faculty, staff, and students)
- retention activity
- budget allocations for diversity
- programs to address climate
- teaching and curriculum
- assessment
- communication

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CLIMATE ON CAMPUS

THE GEORGE
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CLIMATE ON CAMPUS

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- Online Inclusive Excellence climate survey administered in 2015 to undergraduate and graduate students. There were 1,010 respondents
- A majority of the respondents said they were satisfied with the GW's racial and ethnic diversity. Survey showed that the level of satisfaction varied by demographic groups
 - 73 percent of white undergraduates, 43 percent of black undergraduates, 63 percent of Latino undergraduates and 81 percent of Asian undergraduates
- When asked whether faculty include diverse perspectives in class discussion and assignments.
 - 52 percent of undergraduate respondents overall said they agreed or strongly agreed. Only 20 percent of black undergraduate respondents agreed or strongly agreed.

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CLIMATE ON CAMPUS

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- post-election student demonstrators gather in Kogan Plaza, walk to the White House, and issue a set of demands to university administration
- travel ban raises the level of fear and anxiety about xenophobia
- concerns about harassment and hate speech on the rise

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QUESTIONS

ANNUAL REPORT ON THE CORE INDICATORS

FORREST MALTZMAN
PROVOST AND PROFESSOR OF POLITICAL SCIENCE

March 3, 2017

Data as of February 3, 2017

THE GEORGE WASHINGTON UNIVERSITY

Office of Institutional Research and Planning – GW Enrollment Dashboard

The screenshot shows the homepage of the GW Enrollment Dashboard. At the top, there's a banner with several small images of students and faculty. Below the banner is a navigation bar with links: Home, IR Staff, University Information, Factbook, Common Data Set, School Homepages, and Corcoran Information. A large blue header bar displays the text "Census Student Enrollment 2007-2016" and "Main Menu". Below this are two rows of four cards each. The first row contains: "Enrollment Overview" (with a bar chart icon), "Enrollment by Gender/Race/Ethnicity" (with a group of people icon), "Total Enrollment by Level and Campus" (with a person icon), and "International Enrollment Map" (with a globe icon). The second row contains: "US Enrollment Map" (with a map of the US icon), "Create Enrollment Table" (with a table icon), "Definitions" (with a lightbulb icon), and "Contact Institutional Research and Planning" (with an envelope icon).

<https://www2.gwu.edu/~ire/dashboard.htm>

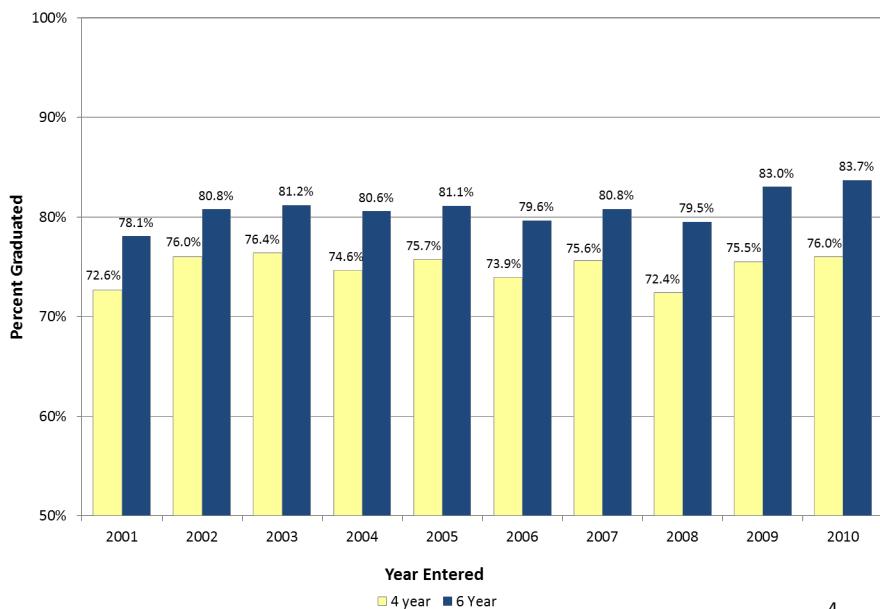


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Students

3

Four- and Six-Year Graduation Rates



4

2

Fall 2016 Foggy Bottom Full Time Equivalent Projection

	Census Fall 2012	Census Fall 2013	Census Fall 2014	Census Fall 2015	Census Fall 2016	Projected Fall 2017
Foggy Bottom/Mount Vernon FTE	17,675	17,435	17,191	17,667	17,739	17,852
Minus						
Study Abroad	475	494	398	413	296	487
Mount Vernon Residents	676	670	684	689	674	588
All Courses Mount Vernon	109	106	98	115	102	124
Foggy Bottom Faculty & Staff	223	190	190	153	141	239
School Without Walls Students	24	27	22	24	31	20
Foggy Bottom FTE	16,168	15,948	15,799	16,273	16,495	16,394
Maximum FTE BZA Order	16,553	16,553	16,553	16,553	16,553	16,553
Utilization	97.7%	96.4%	95.4%	98.3%	99.6%	99.0%

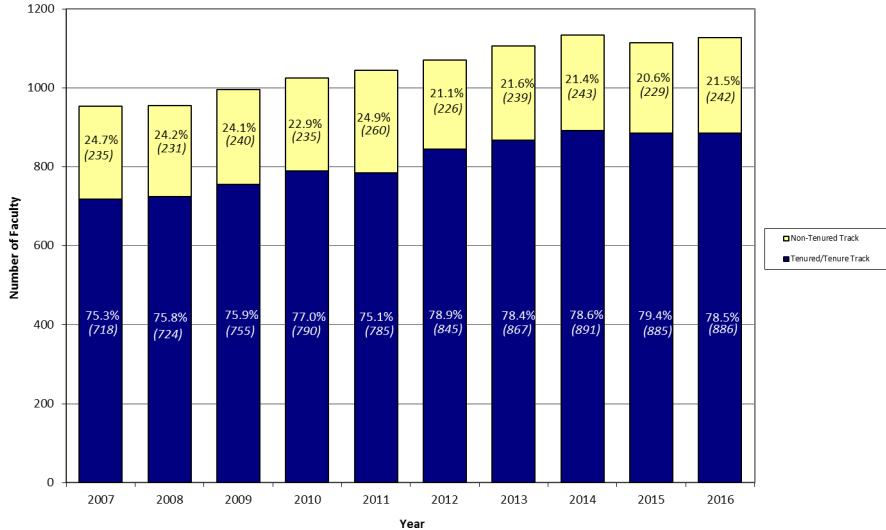
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Faculty

6

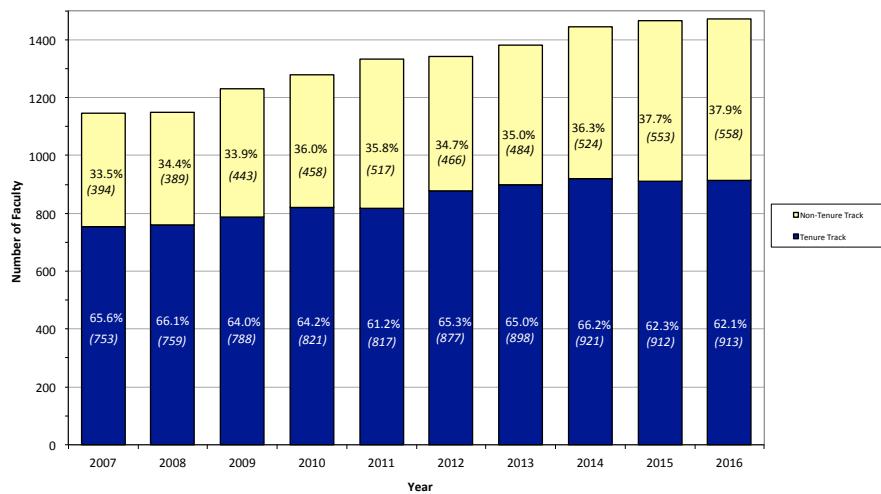
**Number and Percentage of Regular Active Status Faculty By Tenure Status*
(Excludes MFA Faculty)**



*Includes associate deans

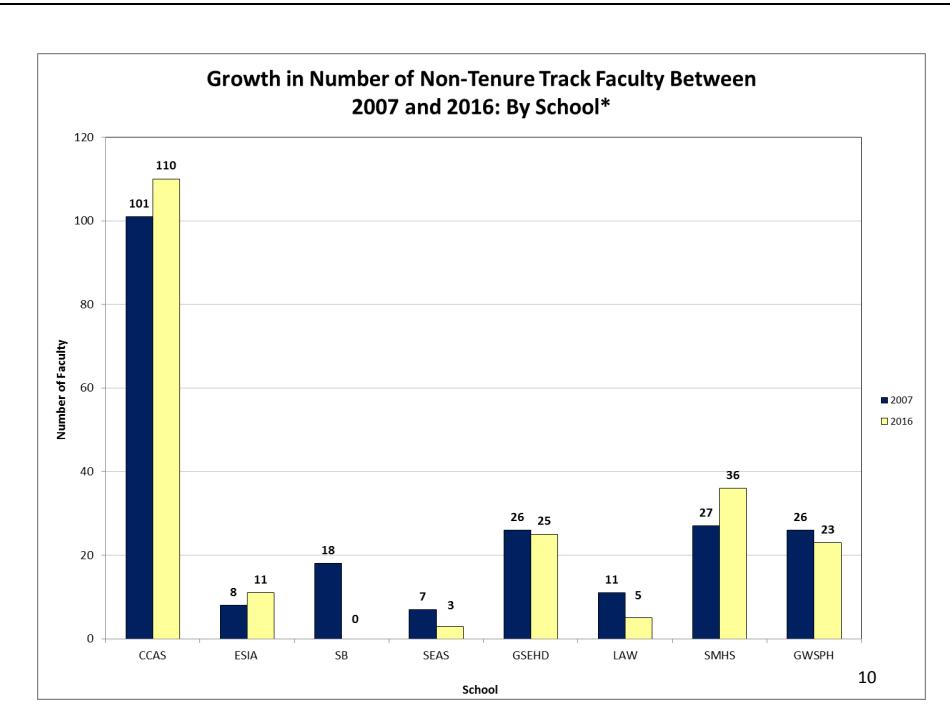
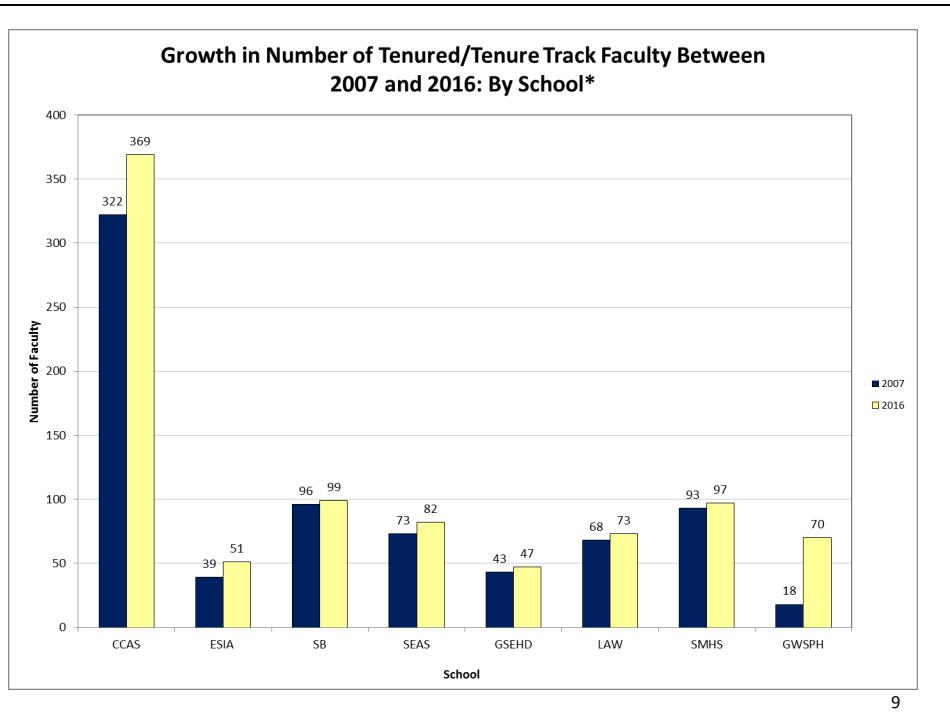
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**Number and Percentage of Regular Active Status Faculty By Tenure Status*
(Includes MFA Faculty)**



*Includes associate deans and MFA faculty

8



Total Number of Full-* and Part-Time Faculty by School
(Excludes MFA)**

School	2007		2008		2009		2010		2011		2012		2013		2014		2015		2016	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	
CCAS	423	489	408	492	423	521	424	523	429	532	450	565	477	530	476	543	472	519	479	486
ESIA	47	68	49	82	54	87	55	92	56	72	61	93	57	93	61	128	62	108	62	100
SB	114	81	118	59	118	66	122	64	120	66	108	73	105	62	104	61	101	65	99	68
SEAS	80	79	80	83	83	83	86	90	86	72	87	112	91	85	90	91	86	93	85	87
GSEHD	69	100	70	107	72	98	74	93	76	69	76	96	71	84	73	104	74	97	72	101
LAW	79	178	79	191	84	192	83	193	82	199	81	210	80	230	79	229	76	230	78	228
CPS	12	59	14	57	15	62	16	56	17	48	16	81	20	78	23	86	20	89	20	87
SMHS	85	1,606	94	1,594	91	1,460	84	1,377	85	1,354	92	1,206	86	1,358	102	1,396	101	1,652	107	1,705
SON							14	39	18	32	19	30	26	29	29	57	30	67	34	80
GWSPH	44	228	43	240	55	245	67	304	76	341	81	279	93	234	97	130	92	160	93	187
Total	953	2,888	955	2,905	995	2,814	1,025	2,831	1,045	2,785	1,071	2,745	1,106	2,783	1,134	2,825	1,114	3,080	1,129	3,129

*Includes both tenure track and non-tenure track faculty

**Excludes research, visiting, special service, and affiliated faculty

11

Total Number of Full-* and Part-Time Faculty by School
(Includes MFA)**

School	2007		2008		2009		2010		2011		2012		2013		2014		2015		2016	
	FT	PT	FT																	
CCAS	423	489	408	492	423	521	424	523	430	423	489	408	492	423	521	424	523	430	479	486
ESIA	47	68	49	82	54	87	55	92	57	47	68	49	82	54	87	55	92	57	62	100
SB	114	81	118	59	118	66	122	64	123	114	81	118	59	118	66	122	64	123	99	68
SEAS	80	79	80	83	83	83	86	90	87	80	79	80	83	83	83	86	90	87	85	87
GSEHD	69	100	70	107	72	98	74	93	77	69	100	70	107	72	98	74	93	77	72	101
LAW	79	178	79	191	84	192	83	193	83	198	79	191	84	192	83	193	83	78	228	
CPS	12	59	14	57	15	62	16	56	17	12	59	14	57	15	62	16	56	17	20	87
SMHS	279	1,606	287	1,623	327	1,486	338	1,405	374	279	1,606	287	1,623	327	1,486	338	1,405	374	449	1,761
SON	--	--	--	--	--	--	14	39	18	--	--	--	--	--	14	39	18	34	80	
GWSPH	44	228	43	240	55	245	67	304	76	44	228	43	240	55	245	67	304	76	93	187
Total	1,147	2,888	1,148	2,931	1,231	2,840	1,279	2,859	1,334	1,147	2,888	1,148	2,931	1,231	2,840	1,279	2,859	1,334	1,471	3,185

*Includes both tenure track and non-tenure track faculty

**Excludes research, visiting, special service, and affiliated faculty

12

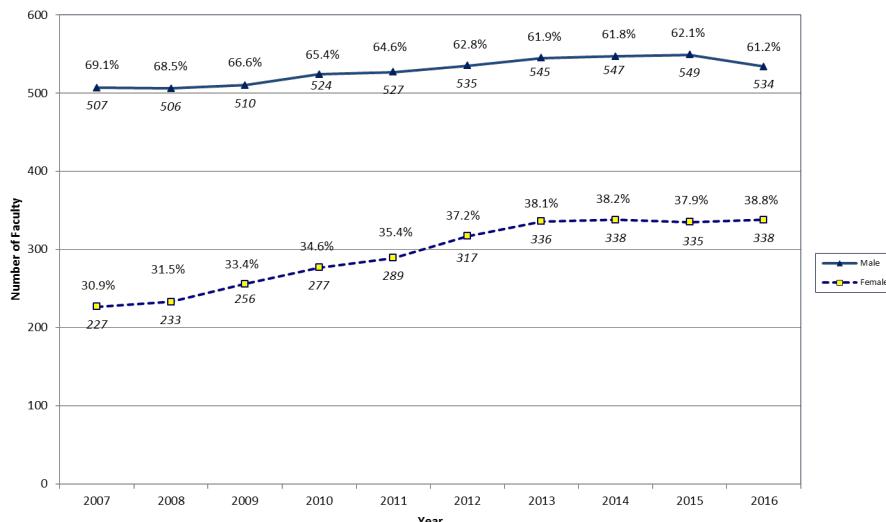
Tenure Track and Non-Tenure Track Regular Active Status Faculty* by School

School	2007		2008		2009		2010		2011		2012		2013		2014		2015		2016	
	TT	NTT																		
CCAS	322	101	316	92	324	99	325	99	323	106	346	104	367	110	370	106	368	104	369	110
ESIA	39	8	38	11	42	12	45	10	42	14	49	12	48	9	50	11	51	11	51	11
SB	96	18	102	16	103	15	106	16	104	16	106	2	104	1	104	0	101	0	99	0
SEAS	73	7	72	8	74	9	78	8	75	11	83	4	86	5	86	4	83	3	82	3
GSEHD	43	26	47	23	47	25	47	27	45	31	51	25	46	25	52	21	52	22	47	25
LAW	68	11	69	10	73	11	79	4	75	7	76	5	71	9	71	8	72	4	73	5
CPS	1	11	1	13	1	14	1	15	1	16	1	15	1	19	2	21	0	20	0	20
SMHS	58	27	59	35	62	29	56	28	57	28	64	28	58	28	64	38	69	32	71	36
MFA	35	159	35	158	33	203	31	223	32	257	32	240	31	245	30	281	27	324	26	316
SON	--	--	--	--	--	--	8	6	12	6	13	6	20	6	24	5	21	9	25	9
GWSPH	18	26	20	23	29	26	45	22	51	25	56	25	66	27	68	29	68	24	70	23
Total	753	394	759	389	788	443	821	458	817	517	877	466	898	484	921	524	912	553	913	558

*Includes associate deans; SMHS and MFA faculty are listed separately.

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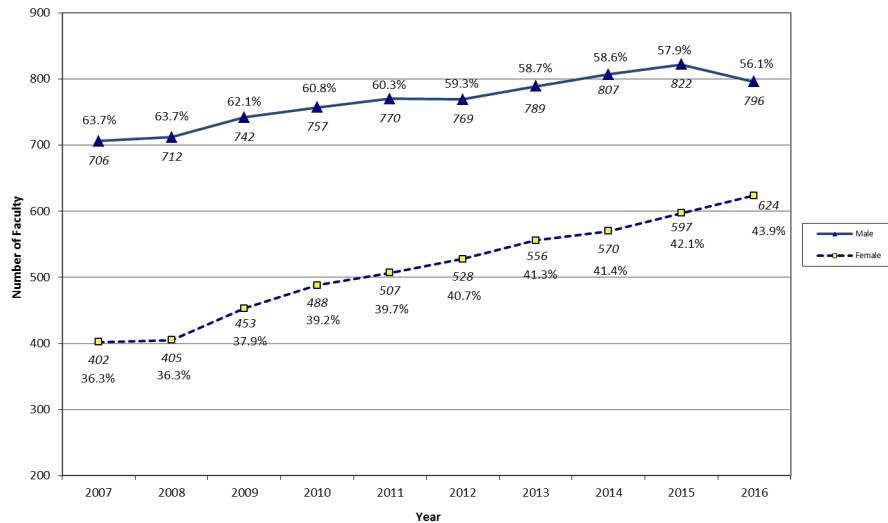
Number and Percentage of Full-Time Regular Active Status Faculty By Gender* (Excludes MFA Faculty)



*Excludes deans and associate deans; includes all schools

14

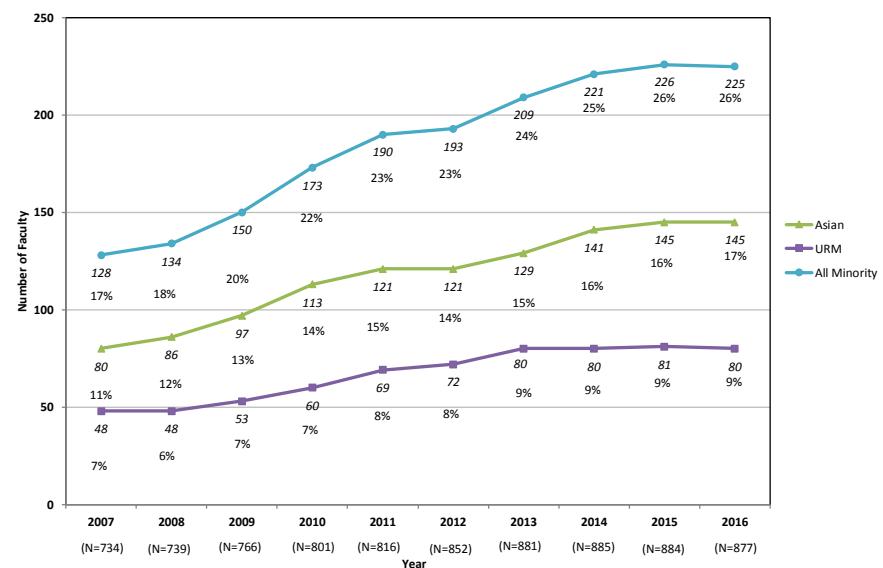
Number and Percentage of Full-Time Regular Active Status Faculty By Gender*
(Includes MFA Faculty)



*Excludes deans and associate deans; includes all schools; SMHS includes MFA faculty

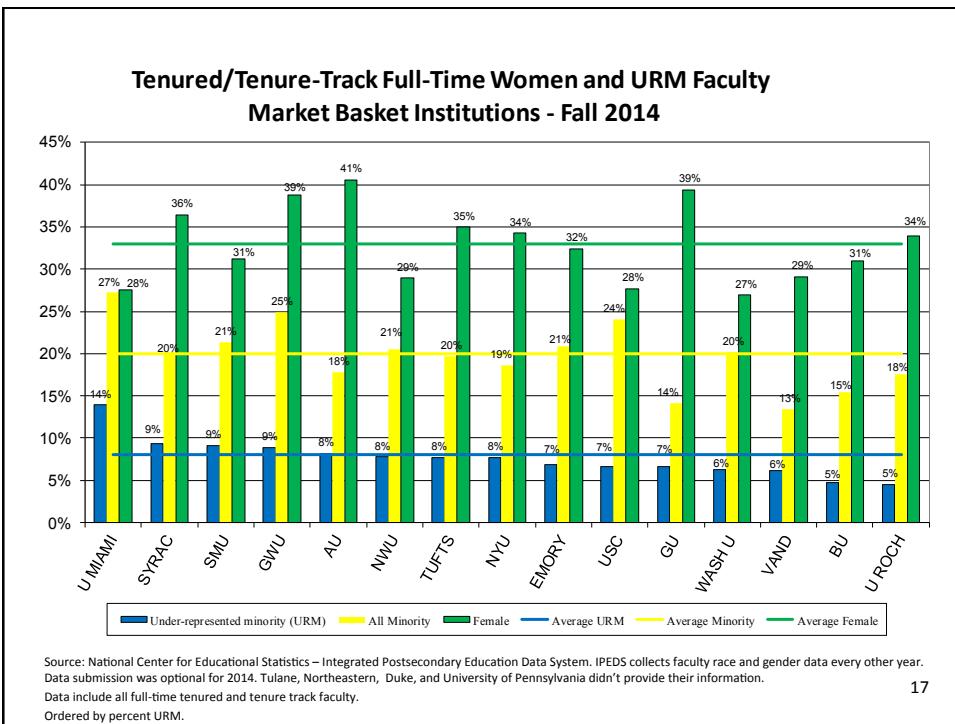
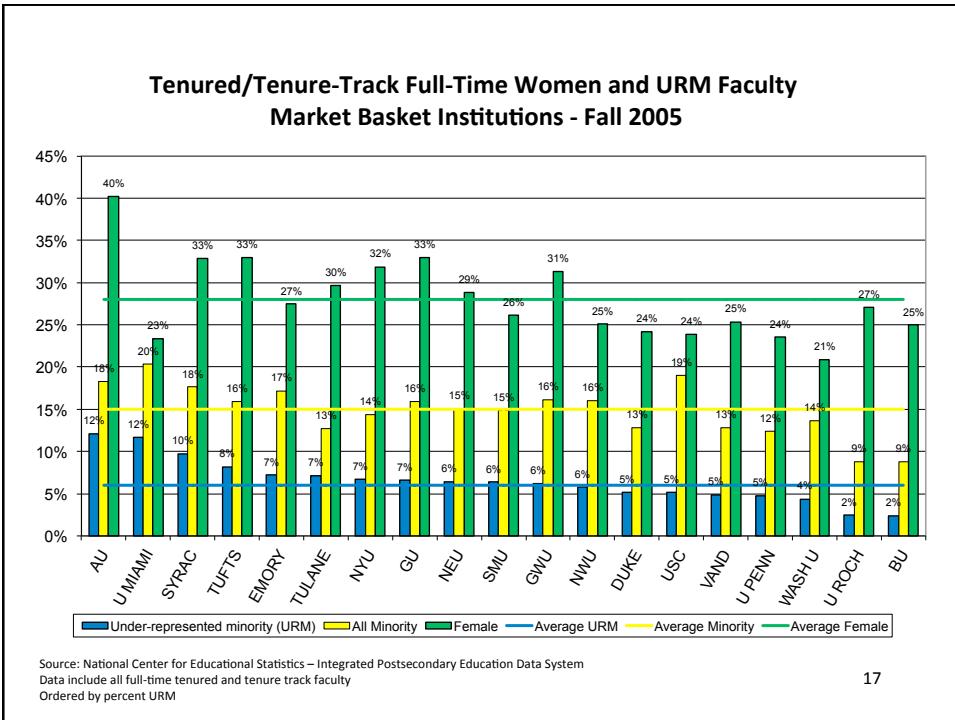
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Number and Percentage of Tenured/Tenure-Track Faculty by Race/Ethnicity*



*Excludes deans and associate deans; includes all schools; SMHS includes MFA faculty

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Comparison of Tenure/Tenure-Track vs. Non-Tenure-Track Faculty Salary Averages with AAUP 60 th Percentile Averages: AY 2015-16											
School	Professors			Associate Professors			Assistant Professors				
	T/TT	NTT	Total	T/TT	NTT	Total	T/TT	NTT	Total		
CCAS	\$135,082	\$153,475	\$136,376	\$98,041	\$87,702	\$96,024	\$83,907	\$73,458	\$79,185		
ESIA	\$163,082	**	\$165,917	\$112,810	\$107,258	\$111,349	\$90,470	N/A	\$90,470		
SB	\$178,449	N/A	\$178,449	\$163,931	N/A	\$163,931	\$156,662	N/A	\$156,662		
SEAS	\$176,125	**	\$174,382	\$128,992	**	\$131,268	\$109,578	N/A	\$109,578		
GSEHD	\$134,254	**	\$136,068	\$96,591	\$95,184	\$96,037	\$81,287	\$78,542	\$80,452		
LAW*	\$237,915	**	\$235,092	\$174,656	**	\$166,372	N/A	N/A	N/A		
CPS**	N/A	**	**	N/A	\$95,747	\$95,747	N/A	\$93,091	\$93,091		
GWSPH	\$197,543	\$168,149	\$186,961	\$134,713	\$127,080	\$132,905	\$95,926	**	\$97,884		
SON	**	N/A	**	N/A	**	**	\$91,528	\$88,274	\$90,443		
GW AAUP Salary Average	\$168,845	\$168,283	\$168,794	\$118,494	\$98,616	\$114,459	\$97,010	\$78,211	\$90,816		
AAUP 60%			\$138,556			\$97,004			\$85,653		
School	Professors			Associate Professors			Assistant Professors				
	T/TT	NTT	Total	T/TT	NTT	Total	T/TT	NTT	Total		
CCAS & ESIA	\$139,059	\$161,329	\$140,874	\$99,458	\$90,345	\$97,615	\$84,619	\$73,458	\$79,891		
GW AAUP Salary Average	\$168,845	\$168,283	\$168,794	\$118,494	\$98,616	\$114,459	\$97,010	\$78,211	\$90,816		

*Excludes clinical law faculty
** Cells are blank where N<4

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Comparison Between GW and Market Basket Professor Salary Averages with AAUP 80 th Percentile Averages*											
GW Market Basket Institution	Professors										
	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	
New York University	\$149,500	\$162,400	\$170,700	\$171,700	\$175,900	\$182,400	\$187,618	\$195,700	\$196,900	\$205,588	
University of Pennsylvania										\$187,000	\$192,300
Duke University	\$142,000	\$152,600	\$161,200	\$160,800	\$163,400	\$175,300	\$180,224	\$186,400	\$193,300	\$197,794	
Northwestern University	\$147,200	\$153,600	\$161,800	\$166,300	\$169,500	\$172,100	\$176,682	\$182,000	\$187,400	\$193,660	
Washington University in St. Louis	\$145,100	\$150,800	\$159,300	\$160,700	\$164,900	\$172,400	\$175,816	\$183,600	\$186,900	\$188,688	
Georgetown University	\$139,900	\$148,600	\$155,900	\$155,500	\$158,900	\$167,100	\$173,592	\$177,900	\$178,200	\$188,250	
Vanderbilt University	\$135,400	\$140,300	\$145,900	\$145,100	\$151,300	\$158,300	\$167,924	\$174,800	\$180,600	\$184,849	
Boston University	\$122,200	\$127,200	\$135,700	\$140,600	\$143,900	\$151,700	\$157,044	\$161,600	\$165,500	\$171,686	
University of Southern California	\$134,500	\$140,100	\$145,000	\$145,800	\$151,000	\$155,900	\$160,517	\$164,600	\$166,800	\$170,567	
Northeastern University							\$153,200	\$157,600	\$165,400	\$169,202	
George Washington University	\$123,900	\$128,500	\$134,700	\$142,900	\$146,400	\$152,000	\$156,018	\$161,400	\$163,500	\$168,799	
Emory University	\$142,200	\$147,200	\$153,400	\$154,800	\$154,100	\$158,000	\$160,146	\$158,400	N/R	\$166,413	
University of Miami	\$118,000	\$125,000	\$132,800	\$132,500	\$137,000	\$140,800	\$144,778	\$151,100	\$156,000	\$160,210	
American University	\$127,400	\$136,100	\$142,900	\$146,500	\$152,000	\$156,100	\$159,392	\$161,400	\$163,300	\$160,124	
Southern Methodist University	\$121,000	\$124,400	\$127,500	\$133,400	\$133,500	\$136,900	\$141,845	\$146,000	\$150,700	\$155,548	
University of Rochester							\$138,600	\$143,500	\$150,300	\$152,648	
Tufts University	\$118,500	\$122,700	\$128,000	\$127,200	\$130,700	\$134,900	\$138,390	\$143,200	\$145,800	\$150,660	
Tulane University	\$116,000	\$119,800	\$125,900	\$128,000	\$134,200	\$140,200	\$140,190	\$147,100	\$145,300	\$145,389	
Syracuse University							\$122,800		\$127,700	\$130,959	
Mean (excludes GW)	\$132,779	\$139,343	\$146,143	\$147,779	\$151,450	\$157,293	\$159,209	\$166,306	\$168,094	\$171,901	
AAUP 80th percentile	\$121,196	\$127,492	\$132,969	\$134,671	\$137,637	\$140,726	\$143,125	\$146,405	\$152,123	\$156,140	

* Sorted by 2015-16 overall averages

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**Comparison Between GW and Market Basket Associate Professor Salary Averages
with AAUP 80th Percentile Averages***

GW Market Basket Institution	Associate Professor										
	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	
University of Pennsylvania								\$117,300	\$119,500	\$125,200	\$132,124
Duke University	\$96,800	\$102,500	\$107,300	\$102,600	\$103,900	\$114,500	\$119,980	\$120,800	\$126,800	\$128,429	
Northwestern University	\$97,500	\$100,500	\$105,300	\$106,900	\$108,300	\$110,200	\$112,460	\$115,100	\$120,600	\$123,100	
New York University	\$91,200	\$102,600	\$103,700	\$101,500	\$103,800	\$106,000	\$107,656	\$112,100	\$114,700	\$120,222	
Georgetown University	\$89,100	\$95,400	\$101,000	\$100,700	\$104,100	\$109,000	\$109,355	\$111,300	\$114,200	\$118,953	
Northeastern University								\$108,000	\$111,800	\$114,700	\$117,725
Washington University in St. Louis	\$93,300	\$96,400	\$96,500	\$97,100	\$99,800	\$100,200	\$103,586	\$110,600	\$112,900	\$117,172	
Boston University	\$81,700	\$86,000	\$91,200	\$95,500	\$99,800	\$105,000	\$106,896	\$110,200	\$113,600	\$117,126	
George Washington University	\$89,400	\$92,600	\$97,000	\$98,600	\$100,200	\$103,100	\$106,102	\$109,400	\$109,900	\$114,557	
Emory University	\$90,100	\$93,400	\$100,500	\$99,400	\$99,900	\$101,600	\$106,005	\$104,800	N/R	\$113,777	
Vanderbilt University	\$86,300	\$91,000	\$93,500	\$93,100	\$96,200	\$98,600	\$103,521	\$107,500	\$108,600	\$111,693	
University of Southern California	\$92,000	\$93,600	\$95,800	\$98,600	\$103,300	\$105,300	\$107,766	\$110,000	\$104,700	\$107,158	
University of Miami	\$79,000	\$83,000	\$86,200	\$86,900	\$90,000	\$92,000	\$94,764	\$99,400	\$102,500	\$105,535	
University of Rochester								\$100,900	\$101,700	\$103,400	\$105,522
Southern Methodist University	\$80,500	\$84,100	\$88,800	\$89,900	\$91,700	\$91,700	\$95,698	\$100,300	\$103,000	\$105,206	
Tufts University	\$87,900	\$90,200	\$95,300	\$95,300	\$96,000	\$97,500	\$101,152	\$102,300	\$104,500	\$104,816	
American University	\$84,900	\$88,900	\$92,600	\$96,400	\$100,600	\$101,300	\$102,258	\$105,700	\$107,700	\$103,843	
Syracuse University							\$87,700		\$94,600	\$95,683	
Tulane University	\$78,800	\$82,400	\$83,400	\$84,000	\$85,300	\$86,600	\$88,736	\$92,000	\$90,800	\$90,876	
Mean (excludes GW)	\$87,793	\$92,143	\$95,793	\$96,279	\$98,764	\$101,393	\$104,096	\$107,947	\$109,559	\$112,164	
AAUP 80th percentile	\$85,878	\$89,692	\$93,074	\$94,414	\$96,232	\$98,023	\$101,072	\$101,658	\$103,801	\$106,347	

* Sorted by 2015-16 overall averages

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**Comparison of GW and Market Basket Assistant Professor Salary Averages
with AAUP 80th Percentile Averages***

GW Market Basket Institution	Assistant Professors										
	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	
University of Pennsylvania								\$116,200	\$118,000	\$119,600	\$123,168
New York University	\$80,100	\$90,300	\$93,500	\$92,700	\$95,600	\$99,700	\$105,299	\$110,100	\$111,200	\$115,037	
Georgetown University	\$73,700	\$75,600	\$80,500	\$83,600	\$88,900	\$94,400	\$96,014	\$101,200	\$103,300	\$112,865	
Northwestern University	\$83,500	\$87,900	\$93,500	\$95,300	\$96,800	\$98,900	\$98,396	\$102,700	\$106,900	\$111,449	
Duke University	\$82,400	\$87,300	\$91,600	\$89,800	\$87,200	\$96,000	\$97,299	\$103,500	\$105,400	\$109,860	
Northeastern University								\$96,700	\$99,100	\$102,200	\$108,103
Washington University in St. Louis	\$77,200	\$80,000	\$85,000	\$85,400	\$89,900	\$96,800	\$98,796	\$98,300	\$102,000	\$104,685	
Southern Methodist University	\$72,300	\$78,500	\$82,900	\$84,400	\$85,200	\$92,600	\$94,292	\$97,900	\$99,000	\$102,597	
University of Rochester								\$94,700	\$96,000	\$98,000	\$100,620
Boston University	\$69,800	\$71,000	\$76,400	\$82,100	\$85,100	\$87,800	\$91,001	\$93,200	\$96,800	\$99,071	
Emory University	\$77,900	\$78,900	\$84,100	\$83,400	\$85,300	\$86,500	\$85,403	\$85,900	N/R	\$98,204	
University of Miami	\$72,700	\$76,600	\$79,500	\$79,100	\$77,700	\$81,100	\$83,405	\$83,500	\$86,900	\$95,682	
University of Southern California	\$81,600	\$85,000	\$86,700	\$89,600	\$91,500	\$93,300	\$93,452	\$95,600	\$92,900	\$93,870	
Vanderbilt University	\$67,200	\$69,500	\$72,500	\$73,100	\$74,600	\$76,500	\$84,907	\$88,900	\$91,000	\$93,847	
Tulane University	\$63,400	\$66,100	\$65,200	\$67,800	\$69,300	\$71,500	\$73,956	\$79,800	\$83,200	\$91,517	
George Washington University	\$72,100	\$75,100	\$78,700	\$81,000	\$82,100	\$84,200	\$86,896	\$87,500	\$90,100	\$90,821	
Tufts University	\$70,800	\$73,300	\$75,800	\$75,700	\$78,200	\$79,000	\$82,892	\$86,400	\$86,500	\$88,317	
American University	\$64,300	\$67,900	\$67,600	\$67,200	\$70,600	\$75,000	\$76,568	\$80,100	\$81,700	\$82,224	
Syracuse University							\$75,500		\$76,500	\$77,599	
Mean (excludes GW)	\$74,064	\$77,707	\$81,057	\$82,086	\$83,993	\$87,793	\$91,377	\$95,306	\$96,319	\$100,484	
AAUP 80th percentile	\$71,763	\$75,816	\$78,886	\$81,002	\$81,135	\$84,236	\$86,896	\$87,456	\$91,183	\$95,281	

* Sorted by 2015-16 overall averages

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GW and Market Basket Compensation Adjustment and Gender Equity Ratio*
Full Professor: AY 2015-16

Institution	Average Salary	Average Change (Continuing Full Professor)	Count	Salary Equity Ratio
Tufts University	\$150,700	3.10%	240	99.7
Vanderbilt University	\$184,800	2.90%	360	99.3
George Washington University	\$168,800	2.50%	361	99.1
University of Miami	\$160,200	1.40%	324	97.9
American University	\$160,100	0.30%	189	97.7
Duke University	\$197,800	3.30%	494	96.2
Northeastern University	\$169,200	1.30%	331	94.6
Boston University	\$171,700	4.00%	523	94.2
Syracuse University	\$131,000	2.20%	340	92.8
University of Pennsylvania	\$202,000	4.00%	603	92.4
Georgetown University	\$188,200	3.50%	315	92
Washington University in St Louis	\$188,700	N/A	335	91
New York University	\$205,600	2.80%	859	88.7
University of Rochester	\$152,600	3.90%	251	88.6
Tulane University	\$145,400	0.30%	185	88.3
Northwestern University	\$193,700	4.10%	604	88.2
University of Southern California	\$170,600	3.30%	782	87.4
Emory University	\$166,400	3.10%	340	87.2
Southern Methodist University	\$155,500	3.20%	219	83.2

* "Salary Equity Ratio" refers to the ratio between the average salary for women by rank divided by the average men's salary, times 100. A ratio below 100 indicates the cents on the dollar of an average woman's salary below a man's average salary at that rank, and a ratio above 100 indicates the average woman's salary above a man's average salary at that rank.

Source: AAUP Compensation Survey Data

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GW and Market Basket Compensation Adjustment and Gender Equity Ratio*
Associate Professor: AY 2015-16

	Average Salary	Average Change (Continuing Associate Professor)	Count	Salary Equity Ratio
Northeastern University	\$117,700	2.90%	261	102.7
Tulane University	\$90,900	1.80%	174	100
Vanderbilt University	\$111,700	4.00%	222	99.2
American University	\$103,800	0.40%	155	98.8
Tufts University	\$104,800	4.20%	188	98.6
New York University	\$120,200	3.60%	516	97.2
George Washington University	\$114,600	3.20%	335	97
Boston University	\$117,100	4.40%	328	94.9
University of Rochester	\$105,500	4.80%	137	94.1
Georgetown University	\$119,000	4.40%	247	94
Southern Methodist University	\$105,200	4.40%	163	93.4
Washington University in St Louis	\$117,200	N/A	174	93.3
University of Miami	\$105,500	3.50%	246	92.9
Syracuse University	\$95,700	2.60%	323	92.4
Emory University	\$113,800	4.40%	222	92.2
Duke University	\$128,400	4.50%	198	91
Northwestern University	\$123,100	5.30%	279	89.8
University of Southern California	\$107,200	4.00%	518	87.9
University of Pennsylvania	\$132,100	4.40%	217	84.1

* "Salary Equity Ratio" refers to the ratio between the average salary for women by rank divided by the average men's salary, times 100. A ratio below 100 indicates the cents on the dollar of an average woman's salary below a man's average salary at that rank, and a ratio above 100 indicates the average woman's salary above a man's average salary at that rank.

Source: AAUP Compensation Survey Data

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GW and Market Basket Compensation Adjustment and Gender Equity Ratio*
Assistant Professor: AY 2015-16

	Average Salary	Average Change (Continuing Assistant Professor)	Count	Salary Equity Ratio
Syracuse University	\$77,600	3.30%	267	100.1
Tufts University	\$88,300	3.50%	190	99.1
University of Rochester	\$100,600	2.30%	110	96.1
Southern Methodist University	\$102,600	3.70%	97	93.6
George Washington University	\$90,800	3.70%	261	93.1
University of Southern California	\$93,900	4.60%	407	93
American University	\$82,200	0.50%	164	92.6
Boston University	\$99,100	4.90%	292	92
Georgetown University	\$112,900	5.60%	104	91.3
Tulane University	\$91,500	1.20%	148	90.8
Washington University in St Louis	\$104,700	N/A	175	89.2
New York University	\$115,000	3.90%	286	88.6
University of Pennsylvania	\$123,200	3.70%	227	87.1
Vanderbilt University	\$93,800	3.90%	197	87
Emory University	\$98,200	5.50%	136	86.6
Northwestern University	\$111,400	5.40%	247	83.3
Duke University	\$109,900	4.20%	158	81.4
Northeastern University	\$108,100	3.80%	178	96.6
University of Miami	\$95,700	4.20%	142	92.2

* "Salary Equity Ratio" refers to the ratio between the average salary for women by rank divided by the average men's salary, times 100. A ratio below 100 indicates the cents on the dollar of an average woman's salary below a man's average salary at that rank, and a ratio above 100 indicates the average woman's salary above a man's average salary at that rank.

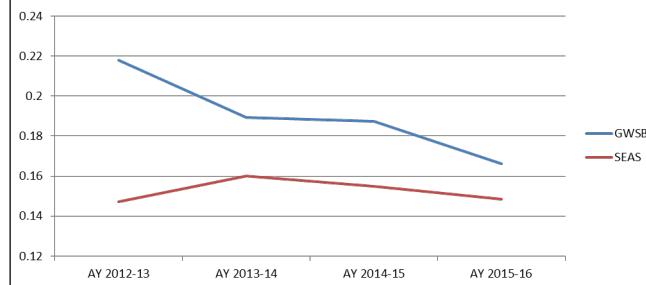
Source: AAUP Compensation Survey Data

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Cohort Effect for Tenure-Track Assistant Professor in GWSB and SEAS

	AY 2012-13				AY 2013-14				AY 2014-15				AY 2015-16			
	N	Average Salary	Total Salary Allocation	% of GW Allocation	N	Average Salary	Total Salary Allocation	% of GW Allocation	N	Average Salary	Total Salary Allocation	% of GW Allocation	N	Average Salary	Total Salary Allocation	% of GW Allocation
GWSB	26	\$148,384	\$3,857,984	21.8%	24	\$147,055	\$3,529,320	18.9%	22	\$158,328	\$3,483,216	18.8%	18	\$156,662	\$2,819,916	16.6%
SEAS	26	\$100,253	\$2,606,578	14.7%	29	\$102,792	\$2,980,968	16.0%	27	\$106,467	\$2,874,609	15.5%	23	\$109,587	\$2,520,501	14.8%
GW	189	\$93,652	\$17,700,228		200	\$93,225	\$18,645,000		193	\$96,241	\$18,574,513		175	\$97,010	\$16,976,750	

Percent of GW Allocation Trend of Assistant Professor in GWSB and SEAS



26

**A RESOLUTION TO IMPROVE FACULTY COMPENSATION TO THE MEDIAN OF
GW'S MARKET BASKET SCHOOLS**
(17/3)

WHEREAS, the level of total compensation (university spending on salary and benefits) for full-time regular GW faculty is below the median of its market basket schools at every faculty rank; and

WHEREAS, on Oct. 9, 2015, the Faculty Senate passed “A Resolution to Improve Faculty Benefits,” Resolution 16/5, and on May 9, 2014, it passed “A Resolution to Request Increased University Contributions to Faculty Health Insurance Costs,” Resolution 14/1; and

WHEREAS, the average benefits spending at all three ranks of faculty at GW is at or near the bottom of the ranking of benefits spending among our market basket schools, as is documented in the appended AAUP compensation data; and

WHEREAS, The President’s Benefits Task Force concluded in September 2015 that GW’s health insurance benefits are “not competitive with peer institutions”; and

WHEREAS, the ranking of GW assistant professors for both average salary and total compensation has fallen especially badly, so that their salaries are now well below the 80th percentile of salaries at that rank reported by the AAUP, and in both salary and total compensation they now rank 16th out of 19 among our market basket schools; and

WHEREAS, the average salaries of faculty in CCAS and GSHEd at every rank are below the 60th percentile of AAUP nationwide salary averages at those ranks, in some cases as far as 8% below; and

WHEREAS, the cost of living in the Washington, DC, metropolitan area is greater than the cost of living in the location of all but one of our market basket schools; and

WHEREAS, the level of total compensation has affected and will continue to affect the morale of employees at GW; **NOW THEREFORE**

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON
UNIVERSITY**

1. That the Faculty Senate hereby calls upon the Board of Trustees and Administration to increase assistant professors’ salaries to meet or exceed the 80th AAUP percentile;
2. That the Faculty Senate hereby calls upon the Board of Trustees and Administration to ensure that the faculty salaries of all schools at all ranks meet or exceed the 60th AAUP percentile;
3. That the Faculty Senate hereby calls upon the Board of Trustees and Administration to address GW’s falling ranking within the market basket in both salaries and total compensation by

increasing total faculty compensation (salary and benefits) for the coming fiscal year by more than 3 percent;

4. That the Faculty Senate hereby calls upon the Board of Trustees and Administration to increase spending for faculty benefits (as measured by the AAUP survey) to be at or above the median of GW's market basket schools.

Committee on Appointments, Salary, and Promotion Policies
February 24, 2017

Approved as amended by the Faculty Senate
March 3, 2017

Appendices for Senate Resolution 17/3

Total Compensation* by Faculty Rank at GW and Its Market Basket Schools Assistant Professors

Penn	\$171,000
NYU	\$152,100
Northwestern	\$147,000
Georgetown	\$139,800
Duke	\$137,800
USC	\$132,900
Northeastern	\$132,300
SMU	\$129,600
BU	\$129,000
Rochester	\$126,900
Emory	\$125,300
Wash U	\$123,700
U of Miami	\$118,900
Tufts	\$117,300
Vanderbilt	\$113,400
GW	\$111,900
Tulane	\$110,200
Syracuse	\$109,300
AU	\$102,400

* Source: AAUP Faculty Compensation Surveys for 2015-16, accessed at

<https://www.insidehighered.com/aaup-compensation-survey>. According to the AAUP, these “salary and compensation data cover instructional and research staff members who work full time and whose primary role (more than 50 percent) is instruction, regardless of their official faculty status” and “exclude part-time faculty members, medical school faculty members, those with faculty status who are primarily administrative officers, and graduate teaching assistants. Salary figures exclude summer teaching, stipends and other non-contracted forms of remuneration. When instructors are compensated for 11 or 12 months of work, their salaries are adjusted to a nine-month academic-year basis. Salary figures are rounded to the nearest \$100. ‘Total compensation’ includes an institution’s contribution to benefits as well as salary; it does not include faculty contributions. The counted benefits include retirement contributions, medical insurance, disability income protection, tuition for faculty dependents, Social Security, unemployment insurance, group life insurance, workers’ compensation insurance, and other benefits with cash value such as moving expenses and housing allowances.”

Total Compensation (continued): Associate Professors

Penn	\$182,200
Duke	\$163,800
Northwestern	\$161,500
NYU	\$159,000
BU	\$154,900
USC	\$149,800
Georgetown	\$149,400
Northeastern	\$148,700
Emory	\$146,100
Wash U	\$145,000
GW	\$140,900
Tufts	\$139,800
SMU	\$137,300
Vanderbilt	\$135,200
U of Miami	\$135,000
Rochester	\$132,900
Syracuse	\$132,500
AU	\$131,100
Tulane	\$112,500

Full Professors

NYU	\$205,600
Penn	\$202,000
Duke	\$197,800
Northwestern	\$193,700
Wash U	\$188,700
Georgetown	\$188,200
Vanderbilt	\$184,800
BU	\$171,700
USC	\$170,600
Northeastern	\$169,200
GW	\$168,800
Emory	\$166,400
U of Miami	\$162,200
AU	\$160,100
SMU	\$155,500
Rochester	\$152,600
Tufts	\$150,700
Tulane	\$145,400
Syracuse	\$131,000

Benefits Compensation* by Faculty Rank at GW and Its Market Basket Schools

Full Professors

NYU	\$66,500
Penn	\$58,000
Duke	\$57,000
USC	\$54,600
Northwestern	\$50,800
BU	\$50,700
Tufts	\$50,200
Emory	\$47,100
Wash U	\$45,300
Georgetown	\$43,600
Syracuse	\$42,500
SMU	\$40,600
Northeastern	\$39,900
Rochester	\$38,700
U of Miami	\$38,100
GW	\$36,200
AU	\$34,100
Vanderbilt	\$31,000
Tulane	\$29,300

* Source: AAUP Faculty Compensation Surveys for 2015-16, accessed at <https://www.insidehighered.com/aaup-compensation-survey>. According to the AAUP, these “salary and compensation data cover instructional and research staff members who work full time and whose primary role (more than 50 percent) is instruction, regardless of their official faculty status. The calculations exclude part-time faculty members, medical school faculty members, those with faculty status who are primarily administrative officers, and graduate teaching assistants...The counted benefits include retirement contributions, medical insurance, disability income protection, tuition for faculty dependents, Social Security, unemployment insurance, group life insurance, workers’ compensation insurance, and other benefits with cash value such as moving expenses and housing allowances.”

Benefits Compensation (continued): Associate Professors

Penn	\$50,100
USC	\$42,600
NYU	\$38,800
Northwestern	\$38,400
BU	\$37,800
Syracuse	\$36,800
Duke	\$35,400
Tufts	\$35,000
Emory	\$32,300
SMU	\$32,100
Northeastern	\$31,000
Georgetown	\$30,400
U of Miami	\$29,500
Wash U	\$27,800
Rochester	\$27,400
AU	\$27,300
GW	\$26,300
Vanderbilt	\$23,500
Tulane	\$21,600

Assistant Professors

Penn	\$39,000
USC	\$39,000
NYU	\$37,100
Northwestern	\$35,600
Syracuse	\$31,700
BU	\$29,900
Tufts	\$29,000
Duke	\$27,900
Emory	\$27,100
SMU	\$27,000
Georgetown	\$26,900
Rochester	\$26,300
Northeastern	\$24,200
U of Miami	\$23,200
GW	\$21,100
AU	\$20,200
Vanderbilt	\$19,600
Wash U	\$19,000
Tulane	\$18,700

An important factor to consider in looking at compensation compared to our market basket schools is the cost of living. Except for American University, all the schools in GW's official market basket that rank below GW in salary are located in metropolitan areas with **far lower** costs of living. For example, GW associate professors receive on average 4% more in total compensation than their colleagues at Vanderbilt. But the cost of living is 36% lower in Nashville, according to federal government data. Likewise, a GW full professor earns 4% more in total compensation than a full professor at the University of Miami, but the cost of living in that part of Florida is 24% lower than in Washington. And the average total compensation for an assistant professor at SMU is 16% higher than at GW, even though the cost of living in Dallas is 33% lower than in the Washington metropolitan area. So, while GW faculty compensation may be only slightly below the middle of the pack of our market basket at the associate and full professor ranks, the buying power of that compensation ranks close to the bottom.

One more point concerning faculty compensation is important. Members of the GW administration have asserted that by maintaining 3% salary increases during the difficult economic times of the past decade, GW faculty salaries have risen more than those at most of our market basket schools. But this claim is demonstrably false. In terms of salary, the 3% annual increase has kept us at exactly the same ranking among the market basket schools as we were at ten years ago at the full and associate professor levels, and has caused us to drop at the assistant professor rank. And if one looks at total compensation, the 3% increases of the past decade have resulted in our falling compared to our market basket schools at every rank. Thus, while the 3% annual compensation increases of the past decade may have been better than those at some universities, on average they were worse than those enjoyed by the faculty at our market-basket schools.

REPORT OF THE EXECUTIVE COMMITTEE
Charles A. Garris, Chair
March 3, 2017

ACTIONS OF THE EXECUTIVE COMMITTEE

1. PRESIDENTIAL TRANSITION

- President-Elect LeBlanc will meet with the Executive Committee on March 8 for an in-depth discussion on GW's challenges and opportunities and an opportunity for the Senate and Dr. LeBlanc to set the stage for a productive shared-governance relationship.

2. UNIVERSITY DEBT STRATEGY

- The Executive Committee, in coordination with Professor Joseph Cordes, Chair of Fiscal Planning and Budgeting, has made inquiries of the Treasurer's Office into the status of the University debt and the strategy for dealing with it. Deputy Vice President and Treasurer Ann McCorvey provided a very informative update report. Professor Cordes will provide a report to the Senate on April 7.

3. FACULTY SENATE EXECUTIVE COMMITTEE FOR 2018

At the February Senate meeting, the Senate elected a Nominating Committee to produce a slate of candidates for next year's Executive Committee as required by the Faculty Organization Plan for which I am the convener. Note that seven of the nine current members of the Executive Committee will step down from the Executive Committee next year including the Chair. We have scheduled a meeting for March 29 where we will develop our slate, including a nominee for chair of the Executive Committee. Prior to this date, it is important that the Senators, serving for both 2017 and 2018, caucus and make recommendations to your Nominating Committee school representative on who you wish to represent you on the Executive Committee. Please make sure that recommended faculty confirm their willingness and availability to serve. While I do not wish to discourage anyone from serving, the role of the Executive Committee is to "HOLD THE FORT" during the summer, so some availability during the summer is essential. Furthermore, there is a substantial workload dealing with nonconcurrences and school by-laws, some of which may also occur during the summer. Also, the Executive Committee should be available to some extent to work with the new President who starts August 1. NO – you don't get paid!!! All of you may wish to think about appropriate candidates for next year's committee. As we will have a new President, a strong Executive Committee will be imperative.

The process is defined in the Faculty Organization Plan and in accordance with past practice is as follows:

- The Executive Committee elected a "Nominating Committee" on February 10 with one representative from each school.
- The "Nominating Committee" meets on March 29 to prepare a slate of candidates for the consideration of the Senate for election to the Executive Committee including a specific nomination for the Chair of the Executive Committee. Additional candidates can be nominated from the floor. The election must be done after all of the schools conduct their elections for their Senators for the 2018 session. Elections must be held prior to March 15.

- At the April 7 Faculty Senate meeting, the Faculty Senate first elects the Chair to the Executive Committee. Secondly, the Senate elects the remaining members of the Executive Committee.
- The new Executive Committee begins its service at the May 12 Faculty Senate meeting.

4. REVIEW OF SCHOOL RULES AND REGULATIONS (BY-LAWS)

Schools are proceeding according to plan. No new developments to report.

5. DECANAL REVIEW PROCESS

The “**Faculty Advisory Board for the Provost's Decanal Review Process**” continues meeting approximately every two weeks and we are making good progress. No special developments to report at this time.

6. FACULTY CODE GLITCH LIST

As has been previously reported, in collaboration with Provost Maltzman, Parliamentarian Charnovitz, PEAF has been developing a glitch list on the Faculty Code including improved language for clarifying certain issues. PEAF has informally approved several items. The glitch list, however, is being held for further possible changes as other suggestions are received from the ongoing revision of school bylaws.

7. A RESOLUTION ON FACULTY COMPENSATION

The ASPP Committee put forward a **RESOLUTION ON FACULTY COMPENSATION**. The Executive Committee engaged with ASPP and made suggestions concerning the resolution.

8. ACADEMIC FREEDOM:

At the December Senate meeting, Professor Agnew suggested that the Senate may wish to consider a statement from the Senate in support of unfettered inquiry within the traditions of academic freedom. Recent events occurring on university campuses and in political and social contexts (including online discussion groups) have included (1) violence and threats of violence that have resulted in disruptions or cancellations of speeches at university-sanctioned forums, and (2) the placing of faculty members (including members of this University’s faculty) on “target lists” created by various groups based on the publicly-expressed views of those faculty members. These events have created serious concerns among members of the University’s faculty regarding the potential vulnerability of the academic freedom of faculty members and the need for the University to adopt additional guidelines to defend faculty members and other members of the University community against attempts by persons within or outside the University to restrict or impair the exercise of academic freedom and freedom of expression. In response, PEAF has developed a **RESOLUTION ENDORSING GUIDELINES FOR EXERCISING AND DEFENDING ACADEMIC FREEDOM** with the associated helpful guidelines. The resolution has been forwarded to the Executive Committee, and I expect that the resolution will be placed on the agenda for the meeting of the Faculty Senate on April 7, 2017.

9. PRINCIPLES OF SUPPORT FOR UNDOCUMENTED STUDENTS

At previous Senate meetings, we discussed the excellent response of the administration to the DACA issue. Concern continues, however, on protecting our DACA students. The Executive Committee has continued to follow developments in this area with the administration. There are currently no new developments to report.

However, the New York Times, February 26, 2017, stated that President Trump has made “sympathetic remarks” about DACA’s. The article says “For the time being, Mr. Trump’s administration is still issuing work permits to undocumented people under the program, leaving their protection intact even if their fate is in limbo.” The article does emphasize the lack of clarity and the various political pressures facing the Trump administration. The Executive Committee will continue to monitor the situation.

FACULTY PERSONNEL MATTERS

10. NONCONCURRENCES

No new nonconcurrences.

11. GRIEVANCES

There is now one active grievance:

- The grievance from GWSB has failed mediation and will move on to the formal hearing stage upon receipt of a formal complaint.
- I am happy to report that the grievance from GSEHD has been resolved through successful mediation. Kudos to our Dispute Resolution Committee.

As reported at the January Senate meeting, the Executive Committee, in collaboration with PEAF, has been following up on two cases where there was concern about the manner in which the administration supported the Hearing Committee. The PEAF Committee discussed the issues with Vice Provost Bracey and University Counsel Weitzner. On February 27, PEAF Chair Art Wilmarth received an official response from Provost Maltzman.

1. The first relates to access by the Dispute Resolution Committee of certain confidential documents in cases where a disappointed candidate for tenure or promotion files a grievance under the Code. The Provost observed that such cases require the utmost of confidentiality, however, encrypted files containing all relevant non-privileged confidential documents will be provided to the Dispute Resolution Committee, whereby, members of the committee will be instructed and expected to maintain the confidentiality of documents provided throughout and after the proceeding.
2. The second relates to actions taken by the Provost after a decision on a grievance or tenure revocation proceeding is made by the relevant faculty Committee. If the Provost determines not to implement a decision of a Hearing Committee or the Dispute Resolution Committee in a proceeding under either Part E or Part F of the Procedures for the Implementation of the Faculty Code, the Provost will timely issue a written determination and explanation of compelling reasons for not implementing that decision (copying the faculty member, the Chair of the Dispute Resolution Committee, and the Chair of the Faculty Senate Executive Committee) as provided in Part E.7 of those Procedures. In addition, following a decision of the relevant Committee in such a proceeding, neither the Provost nor any other University officer or representative will impose any sanction against a faculty member who is a prevailing party in that proceeding that is inconsistent with the decision of the relevant Committee, unless the Provost appeals the determination or issues the above-referenced determination and explanation of compelling reasons for not implementing the decision of

the relevant Committee. The Executive Committee has not yet discussed this response, but both Professor Wilmarth and I have expressed our personal views that Provost Maltzman's memorandum adequately responds to the concerns we raised.

ANY OTHER MATTERS

None

ANNOUNCEMENTS

- 12.** The next meeting of the Executive Committee is on March 24, 2017. Please submit any reports and drafts of resolutions to the Executive Committee not later than Friday, March 17.
- 13.** The following are some tentative upcoming agenda items:

7 April

1. College of Professional Studies: Dean Ali Eskandarian
2. Report of Fiscal Planning and Budgeting on University Debt; Professor Cordes
3. Senate Photo
4. Nominations for election of faculty members to the FSEC for 2017-2018
5. Nomination for election of faculty members to the Dispute Resolution Committee
6. Nomination for reappointment by the President of Parliamentarian
7. Standing Committee Annual Reports

12 May

1. Introduction of new Senate members
2. Nominations for election of new members to Senate Standing Committees
3. Approval of 2017-2018 Senate calendar
4. Middle States Update: Professor Paul Duff

Thank you.